

CITY OF EL PASO

Leadership • Performance • Service

Employee Performance Evaluation Manual



Civil Service Commission
Human Resources Department
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EMPLOYEE PERFORMANCE EVALUATION MANUAL

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PERFORMANCE RATING

SECTION I

General Provisions

A. Purpose

The Performance Rating System is a procedure used by a supervisor in evaluating the work performed by subordinate employees. The purpose of evaluating the work and behavior of employees is to determine the relationship of employee performance to work and behavior standards; to discover performance problems and their causes; to establish goals for the next rating period; and to learn the reaction of employees toward the present work stations and plans for employee development.

B. Use of Performance Ratings

When an evaluation is done thoughtfully and conscientiously, it serves several very important functions:

1. Provides recognition for good work;
2. Assists in locating special talents and abilities which might otherwise not be noticed or recognized;
3. Identifies areas related to current job duties and responsibilities and career development; or
4. Provides documentation for promotion, transfers, reassignments, merit increases, separations, reinstatements and similar personnel actions.

C. Authority

Article VI, Section 6.12 "Standards of Efficiency" of the City Charter requires that the City Manager, or by designation the Human Resources Director, establish by written policy appropriate standards of efficiency for all positions in each class and grade in the classified positions. Rule 14 "Appeal of Efficiency Ratings" of the Civil Service Rules outlines the appeal process. Rule 9, Section 2.c "Rating of Efficiency" states the manner in which efficiency rating points are combined with examination points and seniority points to yield a final promotional examination score.

SECTION II

General Procedures

A. Procedures for Completing Performance Rating Forms

In order to facilitate the work of Rating Authorities, the Human Resources Director shall make available the rating forms to the various departments and divisions. A copy of the completed form shall be given to the employee, a copy retained by the department and the original to be returned to the Human Resources Director within 30 calendar days from the day it is due for each employee. Every effort must be made to present the employee with his/her Performance Rating no later than the date it is due and in no event shall the Performance Rating be presented to the employee more than 30 calendar days after its due date.

B. Performance Standards

The requirements of the position and not comparisons of individual employees constitute the standards of performance or the basis upon which supervisors will uniformly rate the efficiency of each employee under their jurisdiction. The standard against which observed performance is compared shall be the performance which may be expected after a reasonable period of training of a fully qualified, capable and acceptable employee.

C. Types of Ratings and When They Are Prepared

1. Probationary: Prior to the completion of the six-month probationary period, for both original and promotional appointments, the Department Head must return to the Human Resources Department within 30 calendar days from the day it is due to the employee, the rating form prepared for the probationary employee. The probationary employee becomes permanent at the successful completion of the probationary period.
2. Scheduled: Each Department Head shall submit performance evaluation reports to the Human Resources Director within 30 calendar days from the day it is due for each employee.
3. Unscheduled: Given at any time for consistently exceeding performance standards, unsatisfactory service, when a supervisor or employee is being transferred, promoted, resigns, or for any change of status. The report must be submitted to the Human Resources Director within 30 calendar days from the day it is discussed and given to the employee.

D. Who Will Make the Performance Rating

The rating of the employee will be made by their immediate supervisor who is referred to as the Rating Authority. The Rating Authority is the individual given supervisory responsibility over an employee by the Department Head. When there are several raters involved in rating employees performing the same classification assignments, they shall act as a committee to define the performance standards of the class for the purpose of developing uniform practices of evaluating employee performance within the same class, as appropriate.

E. Dual Supervision

1. If an employee has more than one supervisor during a rating period (such as when an employee is transferred), the supervisor in charge at the end of the regular rating period is responsible for evaluating the employee. The rating supervisor should review any unscheduled reports filed by the other supervisor(s) during the rating period and may or may not use the information contained in such report(s) in determining the final rating.
2. If an employee is assigned to more than one supervisor at the same time, a situation which should be avoided if at all possible, all supervisors should act as a committee to prepare the evaluation and sign the report. Any disagreement between the two supervisors should be discussed and resolved with the reviewer.

F. Who Will Review the Performance Rating

The Reviewing Authority shall be the Department Head or designated Division Head or other supervisor. In no case shall the Reviewing and Rating Authorities be the same person, except when the City Manager is the immediate supervisor and, therefore, the Rater. All official ratings must be reviewed before the employee is given a copy of the rating. Upon disagreement between the Rating and Reviewing Authorities, where the Reviewing Authority is not the Department Head the matter shall be referred to the Department Head. The final decision shall rest with the Department Head. In cases where the Reviewing Authority is a Deputy City Manager or the City Manager, the final decision shall rest with the Deputy City Manager or City Manager, as appropriate. Any difference between Rating and Reviewing Authorities shall be resolved before the evaluation is discussed with the employee.

G. Review With The Employee

Once the rating form has been completed, reviewed and agreed to by the Rating Authority and Reviewing Authority, arrangements should be made to discuss the report with the employee by the Rating Authority. Where necessary, the Department Head may wish to discuss the report with the employee also. Every effort must be made to present the employee with his/her Performance Rating no later than the date it is due and in no event shall the Performance Rating be presented to the employee more than 30 calendar days after its due date.

The discussion of the report is one of the most important parts of performance evaluation. It provides an opportunity for a frank and constructive discussion of the employee's performance in relation to the requirements of their position. It should result in a better understanding between the supervisor and the employee about what is expected of the employee and their progress towards goals. Employees should be encouraged to self evaluate before meeting. This may include accomplishments, suggestions for improved performance and ways to improve the overall operations of their work unit.

After the report has been reviewed with the employee by the rater, they should be requested to sign it. Their signature does not indicate agreement with the rating, but that the evaluation has been discussed with the rater. The employee shall be given a copy of their rating form after it is completed and signed. If the employee still refuses to sign, it shall be so noted by the rater, provided a copy of the evaluation and the form forwarded to the Human Resources Department.

H. Review of Report Requested by Employee

An employee, who wishes to have an additional review made of their Performance Report or to make an appeal there from, shall be instructed to take the following steps in the order indicated. The employee shall request in writing a review of the rating by the Department Head within five (5) working days after the conference with the Rater. Employees who are rated by the Department Head shall request a review of the rating by the Deputy City Manager, if a Deputy City Manager exists for such department. The Department Head or Deputy City Manager will then discuss the report with the employee within ten (10) working days. If the Department Head or Deputy City Manager is persuaded by the employee's appeal, they should confer with the Rater in an attempt to resolve the difference by having the Rater review their rating of the employee by making the necessary corrections or preparing a new report. If agreement cannot be reached, the decision of the Department Head or Deputy City Manager shall be final. The employee shall be informed in writing of the Department Head's or Deputy City Manager's final decision and of any rights to appeal to the Civil Service Commission. If the employee does not wish to appeal to the Civil Service Commission, the employee may prepare comments on the report to be placed in their personnel file along with the evaluation. The time limits in this paragraph may be extended by mutual consent of the employee and Department Head or Deputy City Manager.

Employees who are rated by a Deputy City Manager or a Department Head who reports directly to the City Manager, shall request a review of the rating by the City Manager, as outlined in the paragraph above.

I. Appeal of Reports for Permanent Employees Only

If after a scheduled evaluation the employee is still dissatisfied with the final rating, they may then ask, in writing, for a further review by the Civil Service Commission. This must be done within ten (10) working days from the date of final review by the Department Head, Deputy City Manager, or City Manager as outlined in (H) above. The notice of appeal, filed by the employee with the Civil Service Commission, must be accompanied by a copy of the request for review sent to the Department Head, Deputy City Manager, or City Manager as outlined in (H) above or their designated representative including a copy of the action thereon of the department, if any.

On appeal the Civil Service Commission or Commissioner(s) will consider only the Rater's possible prejudice, or the Rater's failure to take into consideration facts or factors which should or should not affect the rating. One or more of the members of the Civil Service Commission shall review the appeal and shall report to the Commission at its next regular or special meeting. The Civil Service Commission may order a re-rating of specific factors, the summary evaluation, or the entire evaluation. When feasible to do so, the Commission will supplement the order with comments as to its reasons for ordering a re-rate.

If a re-rating is ordered by the Commission, it must be submitted to the Human Resources Director within 60 days, accompanied by a cover memo signed by the Department Head or Deputy City Manager, or City Manager as outlined in (H) above summarizing the changes made to the original evaluation. If the re-rating did not incorporate all recommendations made by the Civil Service Commission, a detailed justification for not making the changes must also be included in the memo. In cases where the Commission's recommendations were not followed, the Human Resources

Director shall place an item on the Civil Service Commission agenda, and the Department Head, or Deputy City Manager, or City Manager as outlined in (H) above shall appear before the Commission to present the justification. After hearing the justification, the Commission may request additional justification, or take other action as provided in Rule 14.

The Human Resources Director shall provide timely reports to the Commission on the status of evaluations ordered by the Commission to be re-rated.

SECTION III

The Evaluation

A. Rating System and Application of Rated Information

Performance evaluation is the supervisor's judgment of how the employee is meeting the requirements of their particular job. The evaluation of employee performance is so much a part of regular supervision that much of the time it is not even thought of as such. Supervisors should maintain a continuing process of employee evaluation by day-to-day observance, thus facilitating the written evaluation when it becomes due. Supervisors should make every effort to have ratings reflect the employee's demonstrated performance. Equal consideration should be given to each employee when making the evaluation and the rating should not be viewed as something "to get out of the way." While no one form is the perfect answer to every rating situation, this rating form is intended to make the appraisal as simple, understandable and practical as possible. It is designed to let the supervisor have considerable leeway in their rating and at the same time provide a uniformity of record for the department and useful guidelines to the employee. Properly and conscientiously used, this form will help every supervisor and every employee to do a better job. It will give insight to the employee's aptitudes and form a better link of communication between the supervisor and the employee.

B. Before You Begin the Evaluation

1. Familiarize yourself with the contents of the evaluation form. Analyze its general scope as well as the detailed instructions on the back of the form.
2. Understand thoroughly the duties and requirements of the particular position held by the employee to be rated - - it will be helpful to review the Job Class Specification. Consider the requirements and performance in terms of the level of this position.
3. Eliminate any personal prejudice, bias or favoritism you may have and be objective. For example, don't allow your own personal likes or dislikes of certain mannerisms or aspects of personal appearance or behavior to blind you to more important measure of competency or effectiveness.
4. Don't assume that excellence in one factor implies excellence in other factors. Observe and analyze the employee's performance objectively in terms of each factor listed on the rating form.
5. Consider the employee's performance during the entire rating period. While isolated occurrences may properly affect the rating, performance at other times should be considered. If the employee had a promotion or reassignment during the year, evaluate for the time during which performance was observed. Previous appraisals should not be allowed to influence current appraisals, but they can provide a point of departure to report improvement or further deterioration of performance and attainment of goals previously set.
6. Consider seniority apart from performance. An employee with a short service record may not necessarily be less effective than one with a longer term of employment - - seniority does not guarantee excellence!
7. Additional factors you consider important enough to be included in the appraisal of the employee should be included on a separate sheet of paper. This form has been prepared to give an overall picture of the employee's performance for a

specific rating period. However, there may be unusual or particular functions of the department or the position which requires special consideration.

8. Set performance standards which are fair, accurate, precise and meaningful and provide a basis for measuring how well a job is being performed.

C. Suggestions on How to Proceed

1. Choose a quiet place where you can work without interruption and where unauthorized persons will not see the forms.
2. Mark lightly in pencil each factor in Section A. You may later agree to change after conferring with the Reviewer. However, the report should be typed or written in ink before the interview, and any changes, corrections or deletions on the report must be initialed by the employee and the rater.
3. Be realistic in rating the best of the employee's qualities and in rating weaknesses. Provide specific examples of strengths and honestly address areas needing improvement. Trying to avoid an unpleasant situation or risk of losing the employee's friendship by over-rating them is unfair, both to them and to the department.
4. Use the spaces for comments. Comments concerning actual examples of employee performance are required to substantiate ratings. Use attachments if you find there is insufficient space for your comments.
5. Consider unusual circumstances such as employees you have observed for only a short period of time, employees who have done poorly as a result of ill-health or other unavoidable conditions. In all circumstances, evaluate the actual work performance, but comment fully to indicate reasons.
6. The Overall Evaluation is the entire report condensed into one of four performance levels – read the definitions of the rating scale on the back of the form before you evaluate the employee's overall performance. Your own balanced judgment is the determinant in the overall evaluation. While your overall evaluation should logically reflect performance levels indicated by your individual ratings, it should not be dictated by factors which may vary in degrees of importance between different jobs and job levels. Ask yourself how well the employee measures up to the standards of acceptable job performance for their position.
7. Before probationary or permanent employees can be released for reasons of unsatisfactory performance; there must be documented evidence of a specific nature. Performance evaluation reports are intended to provide a written record of specified deficiencies and/or excellence during the rating period in which they were observed. Unrecorded unsatisfactory performance is difficult to substantiate in disciplinary hearings.

SECTION IV

Performance Rating Scale

A. General Introduction

Performance factors noted in the Performance Evaluation Report are defined in Section V of this manual. Each factor should be rated in relation to the individual employee's duties and degree of responsibility. Raters should not assume that all of the factors are of equal importance and should identify those factors which determined the overall rating. The degree of importance of each factor will vary according to the requirements of each employee's job.

B. Performance Level Ratings

The following rating scale is to be used for each factor and for the overall evaluation:

- (4) CONSISTENTLY EXCEEDS PERFORMANCE STANDARDS: Performance which is consistently and significantly beyond established standards, achieves performance objectives at a fully superior level.
- (3) MEETS PERFORMANCE STANDARDS: Performance which is fully acceptable, consistently meets standards and achieves performance objectives as desired.
- (2) NEED IMPROVEMENT: Performance is less than expected; meets standards in some areas, but is less than satisfactory in a significant area or areas. Considerable improvement needed to perform at minimum standards.
- (1) UNSATISFACTORY: Performance which is consistently below standards. Objectives are not met, even under close direction. Substantial improvement is required or the incumbent may be removed from the position in a relatively short period of time.

SECTION V

Performance Factors

A. Executive & Professional/Managerial Employee Group

1. Quality and Quantity of Work

- Sets priorities, coordinates and schedules tasks in a logical and systematic manner
- Maximizes use of staff and resources
- Develops and establishes appropriate work sequences
- Uses time and/or resources wisely and productively
- Produces an acceptable volume and quality of work under pressure or opposition

2. Work Knowledge

- Applies knowledge of the professional discipline to achieve objective of the job
- Applies knowledge of pertinent City and departmental regulations and procedures
- Awareness of the technical aspects of the job
- Keeps abreast of current trends in profession

3. Judgment and Decision Making

- Evaluates possible options and considers potential impact of each decision
- Recognizes when a decision is necessary – exhibits willingness to act
- Accepts responsibility for the consequences of decisions (self and/or employees)
- Displays initiative in the form of suggestions, ideas and/or advances in the job
- Acts to produce more efficient, productive or economical methods or procedures

4. Communication Effectiveness

- Expresses ideas and thoughts in a clear, concise and logical manner
- Is effective and cooperative in dealing with internal and external customers
- Maintains an open and approachable manner
- Functions as part of a team and is aware of impact of self on others

5. Work Ethics

- Demonstrates honesty and integrity through actions and behaviors
- Sets high standards
- Takes pride in work
- Is consistently reliable

6. Leadership

- Guides and motivates individuals to achieve tasks and increase efficiency
- Encourages productive self-development activities, creativity and suggestions
- Recognizes individual differences and treats accordingly

7. Supervision (if applicable)

- Evaluates employees in a consistent, objective and fair manner
- Provides balance of constructive criticism and praise in evaluating employees
- Substantiates formal ratings with examples of actual employee performance
- Sets realistic standards, goals and assignments for employees to achieve
- Delegates appropriately and provides adequate guidelines

8. Overall Evaluation

Rate the overall performance here by taking into account performance over the full period of service being evaluated. This is the rating used to determine eligibility to take exams and to compute efficiency points to exam scores.

B. General Services Employee Group

1. Quality and Quantity of Work

- Employee uses time and resources (i.e. tools, equipment, materials, etc.) wisely.
- Plans and schedules assignments to produce the amount of required work in a timely manner
- Accepts responsibilities, changes, directions and constructive criticism
- Adapts to new surroundings, equipment, procedures and supervisors

2. Work Knowledge

- Demonstrates an acceptable level of job knowledge
- Applies pertinent City and departmental regulations and procedures to achieve operational objectives
- Exercises sound judgment and makes good decisions as necessary
- Displays initiative in the form of suggestions, ideas and/or advances on the job that produce more efficient, productive or economical methods and results

3. Communication Effectiveness

- Expresses ideas and thoughts in a clear, concise and logical manner
- Includes both written and oral communication
- Is effective and cooperative in dealing with internal and external customers
- Maintains an open and approachable manner, functions as part of a team, and is aware of the impact of self and others

4. Work Ethic

- Is punctual for work – arrives at precise starting time and works until scheduled departure time; returns from breaks/lunch within designated time
- Reports to work on a regular basis and adheres to department's unscheduled absence policy
- Grooming, personal hygiene and dress are appropriate for work environment
- Appearance of work station is conducive to efficient operations

5. Leadership

- Guides and motivates individuals to achieve tasks and increase efficiency.
- Recognizes individual differences and treats employees accordingly.
- Encourages productive, self-development activities, co-worker creativity and suggestions.

6. Supervision (if applicable)

- Evaluates employees in a consistent, objective and fair manner.
- Provides balance of constructive criticism and praise in evaluating employees.
- Substantiates formal ratings with examples of actual employee performance.
- Sets realistic standards, goals and assignments for employees to achieve.
- Delegates appropriately and provides adequate guidelines.

SECTION VI

Meritorious Increases

Merit increases are awarded to employees who have distinguished themselves by outstanding performance or achievements and have displayed a level of service that warrants recognition.

Criteria for Meritorious Increase:

1. The following action will disqualify an employee for a merit increase:

Formal Discipline – received a suspension or demotion during the rating period.

2. The following action may be considered by the department head:

Written Reprimand – received any written reprimand during the rating period.

Listed are traits that will qualify an employee for a merit increase.

Employees should successfully meet two (2) out of three (3) traits during the rating period:

- Customer Service/Diplomacy – addressed issues without creating offense and minimized opportunity for conflict with internal and external customers.
- Integrity/Ethics – observed and adhered to rules, regulations and policies.
- Leadership – spurs subordinates to their best efforts through example and force of personality rather than by relying on the authority of their position.

Employees should successfully meet three (3) out of five (5) traits during the rating period:

- Attendance – consistently at work (excluding protected leave). Perfect attendance with no unscheduled absences during the rating period will be afforded higher consideration.
- Suggestions – recommend innovations that resulted in significant benefit (i.e. cost savings, efficiency, improved service delivery, workplace or customer safety).
- Flexibility – willingness to learn and accept new or increased responsibilities (i.e. cross training).
- Initiative – independently pursued opportunities beneficial to the organization.
- Anticipated problems – effectively took steps to address or minimize impact of issues.

Employees should successfully meet four (4) out of seven (7) traits during the rating period:

- Judgment/Decision Making – consistently made correct decisions and promptly carried them out in a clear and focused manner.
- Productivity – high degree of production and initiative in the performance of duties that exceeds expectations.
- Teamwork – created and encouraged a positive team environment, including sharing knowledge.
- Special projects – completed special assignments successfully or addressed non-routine difficult issues or challenges.

- Deadlines – completed assignments prior to established deadlines.
- Commendations – received special recognition or award.
- Independence – ability to work independently without relying on others with minimal supervision.

SECTION VII

The Evaluation Interview

- A. Review your initial evaluation of the employee's performance and consider why you evaluated their work as you did.
- B. Determine what you want to accomplish in the interview and plan your discussion accordingly. You should have as your main objective, an improvement in the employee's performance and willingness to work. If these are already superior, the objective to consider would be one of commendation and maintenance of excellence.
- C. Arrange a place for the discussion which is comfortable, private, and provides freedom from interruption. The meeting is between the supervisor and the employee and is of no concern to anyone else. Allow plenty of time for both the supervisor and employee to freely express themselves on all issues related to the evaluation.
- D. Put the employee at ease. Communicate the amount of time dedicated for the interview and give your undivided attention to the employee. Let the employee know that you consider the interview highly important.
- E. Explain the purpose for the discussion and the reasons for evaluation of performance.
- F. Make the employee feel that the interview is a constructive cooperative one, by placing primary interest upon their development and growth. Avoid any implication that the meeting was arranged for warning or reprimanding the employee. Tell the employee what they do best, by mentioning their strong points and then explain areas where they need to improve.
- G. Review the employee's self-evaluation and or accomplishments. Be open-minded to the opinions and facts presented by the employee. Be willing to discuss these facts. Avoid argument. Remember that the employee must do most of the talking at some points of the interview. Ask questions which will encourage the employee to discuss solutions to any performance problems and to make suggestions for better operations.
- H. After discussing the evaluation of their performance, discuss, and record performance goals for the next evaluation period. Work unit goals are established for supervisory employees who have the authority to influence and control the progress of the unit. Individual performance goals may be established for employees where specific work deficiencies or trainings needs are noted.
- I. You should close when you have made clear whatever points you intended to cover; when the employee has had a chance to review their problems and has released any emotional tensions that may have existed; when plans of action have been cooperatively developed; and when you and the employee are at a natural stopping point. Always reassure the employee of your interest in their progress, and indicate willingness to take up the discussion again at any time.
- J. Have the employee sign the rating form and give them a copy. Explain that signing means only that they have seen and received a copy of the evaluation and not that they agree with the evaluation. If the employee does not wish to sign their rating, give them the copy and note that they did not wish to sign. Failure to sign by the employee is not to be a basis for disciplinary action.

LIST OF RELATED C.S.C. CHARTER PROVISIONS AND RULES

Charter Article VI, Section 6-12 – Standards of Efficiency

Rule 14 – Appeal of Efficiency Ratings

Rule 9, Section 2.c – Ratings of Efficiency

NOTES



